

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CAO-2017-0007

**FOR THE CONSIDERATION OF
COUNCIL**

SEPTEMBER 6, 2017

SUBJECT: Corporate Strategic Plan Status Report

1. RECOMMENDATION:

- 1. That Council receive Report No. CAO-2017-0007 prepared by the Office of the Chief Administrative Officer, dated September 6, 2017 respecting the Corporate Strategic Plan Status Report;**
- 2. That the Corporate Strategic Plan Status Report and highlights document in Attachments 1 and 2 be adopted.**

2. PURPOSE:

This report provides Council with an update on the progress to date on achieving the goals and action items of the *Town of Georgina – 2014-2018 Corporate Strategic Plan*.

Additionally, the report seeks the adoption of the Status Report and the highlights document as shown in Attachments 1 and 2.

3. BACKGROUND:

The development of the Corporate Strategic Plan took place over a number of meetings with Council and Town Management, which was facilitated by an external consultant. On January 13, 2016 a Special Council meeting was held to identify corporate strategic priorities for this term of Council. A meeting on February 22, 2016 to refine the initial draft document followed this, which resulted in a revised document being issued by the CAO on March 7, 2016. On July 13, 2016 the draft Corporate Strategic Plan was presented to Council and on August 10, 2016 the final document was brought before Council and subsequently approved through report CAO-2016-0017.

This was the Town's first Strategic Plan and was put in place to guide the responsible use of resources, enhance municipal service delivery and provide accountability to Council and the Town's residents. The Strategic Plan is a critical component in ensuring Council and administration take the appropriate steps necessary over the term of Council to meet the long-term vision for the community.

This report, along with Attachments 1 and 2, will serve as the Town's first annual status report, identifying where Council and administration are in achieving the goals and action items of the Strategic Plan. It should be noted that given this is the first status report, effort will be made to identify and begin to collect additional data including key performance indicators to help improve the reporting process in coming years.

4. ANALYSIS:

Significant progress has been made on implementing the goals and actions of the *2014-2018 Corporate Strategic Plan*. In the first year of implementation progress has been made on all four goals, having a number of actions either fully completed or trending in a positive direction to be completed in the remainder of the plan's horizon. There are actions that are not completed or have not yet been actioned and next steps have been identified to ensure progress is being made in 2018.

The following sections of the report will highlight key achievements, areas that are trending well and next steps, with Attachment 1 being the comprehensive progress report and Attachment 2 being a one page highlights document. The most accurate indicator of success or progress is the aggregation of both the completed and trending positively action items. These are consolidated and shown as a percentage of all action items in each goal.

4.1 Strategic Plan Status Summary

Goal 1: Grow Our Economy – Sustainable Economic Growth & Employment

Seven out of thirteen or 54% of the action items listed within this goal have been completed along with the remaining eight or 46% trending positively. That is 100% of the action items completed and trending positively.

Key Achievements

Noteworthy action items that have been completed include approving the updated Economic Development Strategy and the Investment Attraction Strategy. These two documents help put Georgina in a more favourable position when seeking to attract and retain quality economic growth and employment. Together they represent a strong commitment to ensuring the Town remains a desirable place to do business.

Continued effort is being made to leverage the economic impact of agriculture, food and agri-tourism. Recent examples of achievements in this area include (1) further partnering with the Ontario Water Centre through the expanded leasing of the lakeside Reed Farm to build on the Water Centre's flagship initiative, The Clearwater Farm, (2) the establishment of the Farmers' Market at the Link and (3) through hosting workshops designed for entrepreneurs wishing to expand their agri-food business. The Clearwater Farm gives children and youth the opportunity to grow as young "agri-preneurs", provides opportunities to explore and demonstrate the potential of agro-ecological regenerative farming, showcases innovative approaches

to food security through local food experiences and anchors community-wide efforts to re-envision the local food economy. These initiatives continue to grow Georgina's economy, while taking advantage of the Town's unique environmental landscape.

Trending Positively

The Town is a key stakeholder when pursuing future transportation and communications needs and is trending positively with respect to these action items. Helping to move the agenda forward, Council and staff have partnered with York Region and Simcoe County municipalities to advocate for the Highway 400-404 Connecting Link. This highway extension is an element of infrastructure required to support growth in the Town while meeting the provincial and regional need to move goods. Staff have also been actively working with York Region to improve the transportation network through the coordination of project timing where and when appropriate.

Having contributed to the Innovate to Connect Fund, which through partnering with York Region will enhance broadband access and connectivity for Georgina and the residents of Georgina Island, has demonstrated a commitment to make improvements in this area. Connecting people and networks remains a significant component to achieving sustainable economic growth.

Next Steps

Key actions required to move from trending positively to completed over the next year include:

- Continue to implement changes to realize the Development Services hub
- Complete the Jackson's Point Harbourfront Redevelopment Plan
- Implement changes to manage significant volume of customer inquiries in the Planning Division

Goal 2: Promote a High Quality of Life – Healthy, Safe, Sustainable Communities

Five out of fifteen or 33% of the action items listed within this goal have been completed along with seven or 47% trending positively and three or 20% needing attention. That is 80% of the action items completed and trending positively.

Key Achievements

Direct programming and community partnerships help to maintain the high quality of life that residents of all demographics and abilities enjoy. Improvements to the direct program offering of the municipality include the addition of the Healthy Kids Community Challenge, the Fitness Pass Campaign, new seniors events like bocce ball and archery and special events such as Snofest, Youth-a-Palooza and Puddle Jump to name a few. The many strong community partnerships that Georgina has established continue to pay dividends over and over. Some of these partnerships include the Lawn Bowling Club, York Region Senior Games, Georgina Arts Centre and Gallery and some of the countless sports organizations within the Town.

Benefiting from the Canada 150 Community Infrastructure Program, the Town is in the process of making a number of De La Salle Park accessibility improvements including the upgrading of pathways, washrooms, and an enhanced access to the beach and water. The Canada 150 Community Infrastructure Program will also make it possible to install a new roof over the Pefferlaw Ice Pad to extend the functionality of the site to be year round. Being able to take advantage of infrastructure programs when they become available for prioritized projects allows the municipality to make progress on this strategic goal in ways it may not have been able to otherwise. Continuing to seek out grant opportunities will further enhance this area.

Trending Positively

Strides have been made in implementing the recommendations of the Trails and Active Transportation Master Plan including the opening of the Hodgson Trail in the fall of 2016 and the establishment of a commemorative trail in the name of the late former Regional Councilor and Deputy Mayor Danny Wheeler, which is to be developed in the near future. While there is no dedicated trails and active transportation budget, the Town continues to make progress in this area.

Advancements have been made on the planning for the Multi-Use Recreation Complex (MURC), which will also be the site for the future south Keswick fire station. An expression of interest was released to solicit non-traditional partnership opportunities such as restaurants, health/medical vendors and third party fitness or sports vendors. Funds were included in the 2017 budget for the design of the MURC and a request for proposals is to be issued in the near future. Site location opportunities are currently being evaluated, with a report back to Council on this scheduled in the fall of 2017.

Next Steps

Key actions required to move from trending positively and needs attention to completed over the next year include:

- Continue to implement the Municipal Cultural Plan to enhance progress in this area
- Improve waterfront park service levels by reviewing beachfront issues and opportunities
- Continue to collaborate with York Region on an Innovative Housing Strategy to improve housing options

Goal 3: Engage Our Community & Build Partnerships – Communication, Engagement, Collaboration & Partnerships

Three out of nine or 33% of the action items listed within this goal have been completed along with five or 56% trending positively and one or 11% needing attention. That is 89% of the action items completed and trending positively.

Key Achievements

Helping to engage our community, there are a number of advisory and ad hoc committees in place. The Waterways Advisory Committee was established to celebrate and support the unique characteristics of the Town, providing information, advice and assistance to Council and staff on navigable waterways stewardship, promotion, preservation, protection and public awareness of waterway matters. Leveraging opportunities afforded by the Town's landscape continue to bring the community together and build strong partnerships.

Collaborating and partnering with community agencies, associations, not-for-profits and the Conservation Authority greatly strengthen the fabric of the community. In addition to leasing a portion of the Reed Farm to the Ontario Water Centre for the Clearwater Farm, the Town leases space to Georgina Trades and Training Inc. while providing two appointed members to the Board. Drawing on the Lake Simcoe Region Conservation Authority, information sessions are provided to residents on topics ranging from water levels to invasive species. Funds are also provided on an annual basis to many of these key partners to help move collective goals forward.

Trending Positively

Progress is being made to leverage partnership opportunities in support of The Link business plan. Confirmed lease agreements are in place with the Georgina Trades and Training Inc. and the Georgina Food Pantry and will soon be in place with the Chamber of Commerce, Hospice Georgina and Routes Connecting Communities. The Farmers' Market currently hosts the Sunday market at the Link, which provides an opportunity for the public to gain access to and enjoy the facility. The Town is currently exploring future opportunities to partner with York Region and the provincial government to expand the potential of the facility.

In an effort to assess whether the composition of Council and present ward structure constitutes an effective and equitable system of representation, the Town conducted a Ward Boundary Review through a consultant. The findings of this review presented two options for ward boundary adjustments. Subsequently, a third option was put forward, with public consultation having been completed in July 2017. Council has since approved the proposed ward boundaries. It is expected that actions related to this initiative including the formal by-law will be completed in the near future.

Next Steps

Key actions required to move from trending positively and needs attention to completed over the next year include:

- Continue to develop and strengthen communications policies

- Strengthen the organization's capacity to deliver self-help options
- Remain an open and innovative advocate for future partnerships

Goal 4: Provide Exceptional Municipal Service – Organizational & Operational Excellence

Seven out of eighteen or 39% of the action items listed within this goal have been completed along with seven or 39% trending positively and four or 22% needing attention. That is 78% of the action items completed and trending positively.

Key Achievements

Georgina continues to collaborate and partner with the northern six (N6) municipalities in York Region to deliver services in a more effective and efficient way, while using the group as a best practices forum. In 2017, the N6 collaborated on the renewal of the solid waste collection contract, the Fire Master Plans, Fire Services Collaboration Initiatives, audit services, animal shelter and control services and many economic development initiatives. The N6 Chief Administrative Officers participated in a facilitated session in May 2017 to reaffirm the partnership and ratified the N6 Shared Services Protocol and the Specialized Resource Sharing Protocol.

Putting customer service first, options are being explored for a new Town Civic Centre to aid in delivering services in an optimal way. Council received the Strategic Accommodations Options Plan in November 2016 with a site selection for the future building being made in May 2017. Construction options will be explored in the near future.

Trending Positively

The Service Delivery Review (SDR) is leading the way for organization-wide changes that will positively impact the Town's ability to provide exceptional municipal service. As outlined in the August 9, 2017 report CAO-2017-0005, six top priority areas have been highlighted for further review with six additional supplementary supports, being the tools to implement the top priorities. The top priorities include:

- 1 - Enhanced Budgeting Process, Departmental Business Planning & Resource Allocation
- 2 - Performance Review/Management for accountability purposes
- 3 - Strategic Master Planning and Corporate Integration
- 4 - Review the Financial System to improve Payroll/Accounts Payable functionality
- 5 - Draft/present a new Procurement Bylaw and to improve Purchasing Process
- 6 - Improve Council Committee/Committees Process/Support

Next Steps

Key actions required to move from trending positively and needs attention to completed over the next year include:

- Implement the recommendations of the Service Delivery Review
- Define and implement a Performance Management Program to be results-focused
- Continue to develop and roll-out components of the Human Resource Strategic Plan
- Creation of the third floor Development Services hub

5. RELATIONSHIP TO STRATEGIC PLAN:

This report is a status update on the progress made on the *Corporate Strategic Plan* and addresses all four of the strategic goals:

GOAL 1: “Grow Our Economy” – SUSTAINABLE ECONOMIC GROWTH & EMPLOYMENT

GOAL 2: “Promote a High Quality of Life” – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 3: “Engage Our Community & Build Partnerships” – COMMUNICATION, ENGAGEMENT, COLLABORATION & PARTNERSHIPS

GOAL 4: “Provide Exceptional Municipal Service” – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

The Strategic Plan and its status reports remain one of the organization-wide documents leading decisions within the Town. The Strategic Plan helps implement the vision of the Official Plan and the graphic below represents how it fits into the key organization-wide policies.



6. FINANCIAL AND BUDGETARY IMPACT:

There are no financial or budgetary impacts on the Town as a result of this report.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

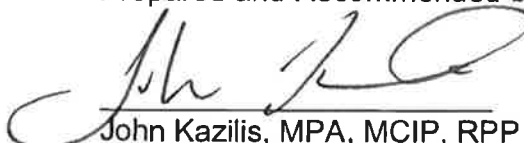
No public consultation was undertaken for the purpose of this report and therefore there were no notice requirements. Development of the status report was based on input received from Town staff and is a representation of work completed during the August 2016 to August 2017 timeframe of the Strategic Plan.

This report is available on the Town's website and upon request from the Town Clerk.


8. CONCLUSION:

The Strategic Plan Status Report has been prepared to provide an update on the progress being made on achieving the goals and actions of the Strategic Plan. Significant progress has been made on all four goals with a defined path on how to complete or make progress on actions moving into 2018.

Prepared and Recommended by:


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Prepared, Recommended and Approved by:


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Chief Administrative Officer

Attachment 1 – Corporate Strategic Plan Status Report (One-Year Review)
Attachment 2 – Strategic Plan Status Report Highlights Document

Town of Georgina

Corporate Strategic Plan Status Report
(One-Year Review)

Prepared September 2017



Reporting on our Progress

Measuring the progress that has been made on the *2014-2018 Corporate Strategic Plan* helps to ensure the strategic goals are achieved over this term of Council. It allows us to map out our efforts over the next year to meet or make progress on the supporting actions.

This report is structured to identify actions that are completed, those that are trending positively and those that require added attention over the remainder of the Strategic Plan horizon.

The status of completion for each of the four strategic goals is shown in the report. The key indicator of success is the percentage of action items completed and trending positively to be completed by the end of the Strategic Plan horizon. Combining both the completed and trending positively figures provides the best indicator of how the Town is performing relative to the strategic goals. Actions that require added attention are also aggregated.

The four Strategic Goals providing the basis for the framework for the supporting actions are:



GOAL 1: “Grow Our Economy” – SUSTAINABLE ECONOMIC GROWTH & EMPLOYMENT

Outcomes:

- ✓ **Retain existing business.**
- ✓ **Attract new business.**
- ✓ **Increase local employment.**
- ✓ **Promote Town visibility and identity.**

Seven out of thirteen or 54% of the action items listed within this goal have been completed along with the remaining six or 46% trending positively. That is 100% of the action items completed and trending positively!

Completed Actions with Supporting Justification:

1.1 Update the Economic Development Strategy

- The Economic Development Strategy and Action Plan were adopted by Council in July 2016.

1.2 Continue the focus on business retention and target new business development

- Funds were leveraged to design a full-page winter season ad in the Globe & Mail.
- Creative design work has been completed for the investment attraction initiatives (i.e.: trade show backdrop, investment folder and video).
- Business retention and targeting new business development are part of the Economic Development Strategy and are an ongoing initiative.

1.3 Prepare an Investment Attraction Strategy for the Keswick Business Park

- Council adopted the Town’s Investment Attraction Strategy in July 2017.

1.5 Support implementation of the Tourism Strategy by supporting the work of the Chamber and other partners

- Council formalized a service agreement with the Chamber of Commerce and provided 2017 funding in the amount of \$95K.

1.6 Leverage the economic impact of agriculture, food and agri-tourism

- A partnership with the Ontario Water Centre exists with the Town of Georgina leasing the lakeside Reed Farm to establish the Water Centre’s flagship initiative – The Clearwater Farm.
- The Town successfully supports and promotes the Farmers’ Market at the Link.
- A workshop designed for entrepreneurs wishing to expand their agri-food business was hosted.

- In collaboration with the Region, a brochure was produced that promotes agri-tourism activities, farm gate sales and the Farmers' Market in Georgina.
- The Town leveraged and actively participated in the efforts of the York Region Farm Alliance Liaison Group to benefit Georgina Farmers (i.e. promoting the re-establishment of the "York Region Farm Fresh" brand).

1.12 Continue to support the efforts of the Business Improvement Areas (BIA's)

- Economic Development staff continue to attend the majority of monthly meetings for each of the three BIA's.
- Individual brochures for each of the three BIA's have been designed, updated and printed with a continued and comprehensive street banner program in each BIA implemented.
- In an effort to support the BIA's, all events within each of the BIA's are advertised in print and online.
- Town staff currently provide administrative support to the BIA's which includes reviewing minutes, printing and distribution of brochures.
- Flowers, planters and other displays are made available in the BIA's to enhance investment in tourism within these areas.

1.13 Continue to implement the Community Improvement Plans

- A total of 13 businesses have received grant funding to support façade and landscaping enhancements.
- This program has leveraged over \$275k of private investment in the downtown areas and this number continues to grow.

Actions Trending Positively with Supporting Justification:

1.4 Develop and diversify tourism opportunities including a focus on Lake Simcoe shoreline and navigable waterways

- The Town's Investment Attraction Strategy assists in diversifying tourism opportunities.
- The Georgina Waterways Advisory Committee was established and meets regularly.
- New signage has been placed at key wharf locations.
- The Jackson's Point Harbourfront Redevelopment Plan is currently under development.
- The Town actively partners with the York Region and Central Counties Tourism with respect to Tourism Promotions i.e. leverage advertising dollars and online marketing tools for festivals and events.
- Partnered with York Region Small Business Enterprise Centre to deliver business training and consultation in Georgina i.e. One-on-one consultations delivered in Georgina four times each year and additional workshops scheduled during Small Business Week.

1.7 Continue to review and improve the development review and building permit approval process

- Council approved a report in March 2017 RE: Planning Division Development Application Forecast and Proposed Management Strategy. Implementing the recommendations of this report have assisted in improving the development review and building permit processes.
- In order to help with streamlining the development related approval and permit processes the Town is creating a planning and development services hub. In preparation for the launch of the hub, planning/development applications, building permit and other related permit approval processes are being reviewed for effectiveness and efficiency through a 'Development Application Processing Mapping' exercise
- With the transfer of the Development Engineering Division to the Development Services Department, a number of streamlining initiatives have or are currently being implemented such as the integration of the lot grading permit application within the Building Permit application.
- The Planning Division is currently looking at ways to handle the high volume of customer enquiries more effectively and has recently initiated a "Planner at the Counter" pilot program in this regard.

1.8 Leverage the efforts of York Region to explore opportunities to improve broadband connectivity and expand the York Telecom Network

- The Town has provided funding to support an application to the Innovate to Connect Fund that has been submitted by York Region to support enhanced broadband connectivity for Georgina and residents of Georgina Island.
- Staff are actively working to provide data from Georgina that is required to support an application by the Region to the Intelligent Community Forum. Intelligent Communities use information and communications technology to build inclusive prosperity, solve social problems and enrich their quality of life in our connected century.

1.9 Identify opportunities to improve connectivity in York Region by continuing to work with partners to support the 400/404 link

- In partnership with other York Region and Simcoe County municipalities, the Town was successful in lobbying the Province to have the long sought-after transportation link added to the Government of Ontario's updated Growth Plan for the Greater Golden Horseshoe.
- The new Growth Plan cites the Highway 400-404 Connecting Link – referred to in the plan as a "Highway Extension" – as an element of the infrastructure required to support growth in the area as well as the province's strategy for moving goods. Previous versions of the Plan did not include the Link.

1.10 Identify opportunities to improve connectivity in York Region by supporting the implementation of the York Region Transportation Master Plan

- Staff continue to work with York Region and participate in collaborating through

project timing when available and appropriate.

1.11 Continue development of the Town Branding & Marketing Strategy

The Town Branding Guidelines are in draft form and are scheduled for roll out in Q4 2017.

- New marketing materials with a consistent and professional design have been created for investment attraction efforts.
- Phase 1 of the community signage program has been installed.

GOAL 2: “Promote a High Quality of Life” – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

Outcomes:

- ✓ **Promote responsible growth**
- ✓ **Protect the natural environment**
- ✓ **Support a high quality of life**
- ✓ **A vibrant, healthy, safe and accessible community**
- ✓ **Increased range of housing choices and promotion of housing affordability**

Five out of fifteen or 33% of the action items listed within this goal have been completed along with nine or 47% trending positively and one or 20% needing attention. That is 80% of the action items completed and trending positively!

Completed Actions with Supporting Justification:

2.1 Promote active healthy living through direct programming and community partnerships

- The promotion of active healthy living is ongoing through regular programming and special events. There are four seasons of active healthy living programs offered for all ages and abilities, three after school programs (one in partnership with the school board and York Region) and summer camps (numerous camp opportunities, some with exciting partnerships such as the Ontario Water Centre, Georgina Fire Department, etc.).
- The first two themes of the Healthy Kids Community Challenge are complete. Through this initiative successful partnerships with local organizations and schools have been achieved to offer new programs.
- Specific programming at The Link and Georgina Pioneer Village help to contribute to this goal as well.
- Fitness Pass Campaign promotes access to healthy active lifestyles.
- There are three Club 55 Seniors Centres that offer a number of activities.
- New senior games events are being offered such as bocce ball and archery, with June being Recreation and Seniors Month.
- There are new pickleball courts at the Civic Centre, helping to diversify activities.
- Many community partnerships to assist in the delivery of programming, such as Lawn Bowling Club, York Region Senior Games, Georgina Arts Centre and Gallery, sports organizations, etc.
- Town Special Events offer various opportunities for active healthy living (i.e. Canada Day, Snofest, Youth-a-Palooza, Senior Games, Puddle Jump, Ski and Snowboard Swap and Sell, etc.) and partnerships with local businesses, volunteers and non-profit agencies that support the events

2.2 Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina's unique geographic location and features

- The exploration of new opportunities and enhanced special events like disc golf, bringing an Urban Slide to the ROC, The Tragically Hip, Canada 150 activities and water themed activities for the Healthy Kids Community Challenge.
- There are a number of Ontario Water Centre partnered programs and camps that help to support this goal.
- New programs offered through The Link, such as Gourmet Cooking, Around the World and Bread Basics utilize the new industrial kitchen.
- Outdoor adventure programs such as canoe and kayak lessons on Lake Simcoe are being offered.
- Ten water bottle refilling stations have been installed at various Town facilities from the support of the Ministry grant for the Healthy Kids Community Challenge.
- Canada 150 Community Infrastructure Program facilitated the De La Salle Accessibility Improvements including pathways, washroom improvements and access to the beach and water, and a roof over the Pefferlaw Ice Pad extending the functionality of the site to be year round.

2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.

- Development agreements are negotiated to ensure development pays for development. This includes pursuit of parkland dedication, cash-in-lieu of parkland, trail development, tree compensation, appropriate development charges etc.
- The Town is maximizing collaboration with the development community to mitigate costs and impacts of development growth. The timing of construction and the length of construction is positively impacted through collaboration.
- The Town is working with the development community on the site location of the future South Keswick MURC.

2.11 Develop a Sustainability Plan

- The Federation of Canadian Municipalities previously recognized the Town's Socioeconomic Mission and Strategic Plan as the current Sustainability Plan.
- The Town's new Strategic Plan together with the Economic Development Strategy now serves as the Sustainability Plan.
- A consolidated Plan will be a project for future years.

2.15 Complete the Library Master Plan

- The Library Services and Facility Master Plan was completed in 2016.

Actions Trending Positively with Supporting Justification:

2.3 Continue to implement the recommendations of the Recreational Facility Needs Study

- A pilot of the spring/summer ice in 2016 took place. Outcomes of this determined that through a streamlined model, a shortened spring season could become part of the annual season. A spring session was offered in 2017.
- Building Condition Audits have been completed on all primary town properties.
- Improvements at Belhaven Hall have taken place to create a barrier free facility including a ramp and accessible washrooms.
- Some accessible improvements have been added to the Stephen Leacock Theatre and Club 55 Keswick including a ramp, washrooms and doors.
- Work is underway on the business plan (programmatic changes) for the Georgina Leisure Pool and the proposed MURC pool.
- In an effort to explore Community Hall flexibility options staff are performing a facility utilization assessment to determine areas of streamlining use of halls for greater efficiency. This review may also lead to more information about opportunities of divestiture of underutilized spaces.
- Due to facility limitations/capacity/accessibility of the Sutton Seniors Facility some programs have been redirected to Sutton Arena Hall and The Link.
- Exploring options of providing dedicated space for youth activities at the Pefferlaw Lions Hall, either through an internal reconfiguration or modest expansion has not yet been conducted.
- Creation of business plan for Pioneer Village and Stephen Leacock Theatre to be completed.

2.4 Continue to implement the recommendations of the Trails and Active Transportation Study

- The Hodgson Trail opened in the Fall of 2016.
- Budget approval in 2017 allowed for trails signage on three routes in Town.
- Staff successfully negotiated the trail design and implementation for two subdivisions.
- Coordinated with York Region for a commemorative trail in the name of late former Regional Councillor and Deputy Mayor Danny Wheeler to be developed in the near future.
- De La Salle park trail improvements and beach access through Canada 150 funding will be completed in 2017.
- Staff continue to work with York Region to implement the final stages of the Lake to Lake route.
- There is ongoing development application review for trail opportunities.
- Motorized vehicles (ATVs and dirt bikes) continue to be a challenge for enforcement (not permitted on trails).
- Rail Trail potential - Province has declared it surplus but haven't offered it for purchase yet. Town staff are working with Georgina Trail Riders and associated departments to ensure it is maintained in the meantime.

- Continue to look for trail opportunities to link residential areas to waterfront.

2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan

- Various reports/plans were presented to Council in the Fall 2016 that pertained to major projects that ultimately would influence the MURC project (i.e. Library, Fire Services, Civic Centre, Long Range Financial Plan, DC Background Study)
- An Expression of Interest was issued to solicit interest in non-traditional partnership opportunities involving complementary uses (restaurants, health/medical field, third party fitness, other sports opportunities, etc.)
- As part of the site requirements for the MURC, staff have included space accommodations for a possible future indoor field house and possible ball diamonds.
- In May 2017, Council determined that any replacement of the West Park facilities would be at the current site, not as a co-location with the MURC.
- Funds were included in the 2017 budget to support the design of MURC with a Request for Proposals to be issued in the future.
- Site location opportunities for the MURC are being evaluated with a report to Council scheduled for September 2017.
- Staff are working on the business plan for the leisure pool and the proposed MURC pool.

2.6 Improve waterfront park service levels

- A Waterfront Audit was completed by staff from a lifeguard perspective including reviewing signage. Findings are to be implemented where possible.
- Staff are meeting to review Beachfront issues and opportunities with a report back to Council pending.

2.7 Continue implementation of the Municipal Cultural Plan

- Staff provide facilitation, support and continuity for cultural development in Georgina (i.e. Arts Centre Services Agreement).
- Staff maintain and manage the Town's cultural capital assets.
- Cultural development goals are integrated with economic development and urban planning goals (i.e. Official Plan).
- Support is being provided to the cultural sector in development of a volunteer corporation (i.e. each cultural facility has a volunteer membership).
- A Cultural Data Base and draft public art program have been developed.

2.8 Celebrate, protect and recognize Georgina's natural environment

- Beachfront and Harbourfront reviews will focus on one of Georgina's featured assets, Lake Simcoe.
- The Town of Georgina's new Official Plan contains mapping and policies that recognize and protect Georgina's extensive greenlands system in conformity with the requirements of the York Region Official Plan and Provincial Plans.

2.9 Continue to implement the Emerald Ash Borer Management Plan

- The management plan is an ongoing task mainly occurring in the spring and fall with an annual budget of \$41,200 for tree inventorying, \$250k for tree removal and stumping, and \$100k for tree planting.
- A 1 to 1 replacement is not achieved on affected trees due to budget pressures, however 100% of the replacement program dollars are spent on tree planting to replace the tree canopy. A forestry management area was set up but there is still work to be done in this area.

2.12 Improve emergency response and prevention by implementing the Fire Services Master Plan and advancing the Town's Emergency Management Plan

- The Fire Master Plan was adopted in principle in November 2017.
- A request for proposals was released for the design of a new fire station to replace Station 1-8 (Pefferlaw), which will be collocated with the Multi-Use Recreation Complex.
- The accompanying N6 Collaborative Initiatives report is scheduled to be before Council in Q3 2017.
- Career fire fighters are now doing inspections as part of a pilot program that started approximately 5 months ago.
- The Town is participating with York Region and N6 partners on a pilot project that sees us share a dedicated emergency management staff resource.
- The Town participates with York Region and other partners in an annual emergency exercise and an annual emergency management forum.
- The Fire Chief is working with N6 partners on identifying collaboration initiatives that will benefit both the service and the municipality.

2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians

- Ongoing meetings with York Region Community Services Commission to discuss their Seniors Strategy and how the local municipalities fit into that model.
- Georgina does not yet have a Seniors Strategy.

Actions Needing Added Focus:

2.14 Develop an Innovative Housing Strategy to promote a range of housing choices including those geared to seniors

- This is a regionally driven exercise supported by staff when resources allow.

GOAL 3: “Engage Our Community & Build Partnerships” - COMMUNICATION ENGAGEMENT, COLLABORATION & PARTNERSHIPS

Outcomes:

- ✓ **Engaged community**
- ✓ **Informed community**
- ✓ **Solid partnerships**

Three out of nine or 33% of the action items listed within this goal have been completed along with five or 56% trending positively and one or 11% needing attention. That is 89% of the action items completed and trending positively!

Completed Actions with Supporting Justification:

3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc

- Helping to engage the community, there are a number of advisory and ad hoc committees that have been established with financial support included in the budget.
- Georgina continues to celebrate and support its unique community with the creation of unique committees such as the Waterways Advisory Committee

3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.

- The Town provides annual financial contributions to the Georgina Art Centre and Gallery, Chamber of Commerce in an effort to achieve collective goals.
- The Town leases a portion of the Reed Farm property to the Ontario Water Centre as the home for their Clear Water Farm.
- The CAO participates in semi-annual roundtables with the Lake Simcoe Region Conservation Authority and all member municipalities for further collaboration.
- The Lake Simcoe Region Conservation Authority is drawn upon to host pertinent information sessions for residents i.e. water levels and new invasive weed.
- Facilitated the Habitat for Humanity Dalton Road project.
- The Town leases space to Georgina Trades and Training Inc. (GTTI) and provides two appointed members to the Board

3.8 Continue to leverage partnership opportunities in support of The LINK business plan

- Confirmed lease agreements are in place with the Georgina Trades and Training Inc. and the Georgina Food Pantry and will soon be in place with the Chamber of Commerce, Hospice Georgina and Routes Connecting Communities.
- Synergies to expand capacity at the Link are being explored with all existing and future tenants.

- Partnership with organizers of the Farmer's Market to host Sunday market at The Link and open The Link to the public during market hours.
- Working with the Regional and Provincial governments to explore future opportunities.
- Grant Applications – i.e. Trillium Foundation in support of the Industrial Kitchen.
- Partnerships with the Food Pantry and GTTI for the delivery of programs/activities.
- Partnership with the Farmers' Market opening at The Link.
- Future tenants have been successful in applying for capital funding with the Town's commitment that they will be a future tenant at The Link.
- Paint the Park – Skateboard Park in partnership with York Regional Police.
- Community tables built in partnership with OCAD University students.
- Wayfinding Banners and canvas murals created by students.

Actions Trending Positively with Supporting Justification:

3.2 Implement a Community Engagement Strategy

- Researching best practices and scheduled to be before Council the second quarter of 2018.

3.3 Formalize an External Communications Strategy (Plan)

- Website, print ads, online ads, digital boards, rink boards, posters, rack cards, community guides, brochures, event signage are all part of the ongoing program.
- The formalized plan is being drafted and is scheduled to be formalized in the first quarter of 2018.

3.5 Develop a Social Media Strategy (Plan)

- The Social Media Plan is in draft form and scheduled to be formalized in the first quarter of 2018.

3.6 Promote Website functionality/self help options

- Recreation program registrations have been accommodated online.
- The resources of a summer student were used in 2017 to gather FAQ's to be available on the website to foster self help for residents.
- The Public Service Request portal currently used by Council and internal staff will evolve to use by residents.

3.9 Complete the Ward Boundary Review

- Public consultation has concluded. Council has approved the proposed ward boundaries and staff will seek formal Council adoption and by-law on September 6, 2017.

Actions Needing Added Focus:

3.4 Develop a Media Relations Strategy (Plan)

- Being developed as part of the External Communications Plan.

GOAL 4: “Provide Exceptional Municipal Service” - ORGANIZATIONAL & OPERATIONAL EXCELLENCE

Outcomes:

- ✓ **Open, accountable and responsive government**
- ✓ **Proactive financial and municipal asset management**
- ✓ **Progressive organizational practices**
- ✓ **Engaged and collaborative leadership**
- ✓ **Exceptional service delivery**
- ✓ **Staff development/excellence**

Seven out of eighteen or 39% of the action items listed within this goal have been completed along with seven or 39% trending positively and four or 22% needing attention. That is 78% of the action items completed and trending positively!

Completed Actions with Supporting Justification:

4.1 Continue to implement the Customer Service Strategy

- The Customer Service Program is well underway. The Civic Centre Service Georgina is open for business. The additional hub for Development Services is in the planning stages.

4.2 Complete the Civic Centre Strategic Accommodation Options Plan with a view to determining optimal functional design of Town Hall services and customer service opportunities

- The Strategic Accommodations Options Plan was received by Council in November 2016.
- In May 2017, the future site selection of the new Town Hall was determined to be the current Civic Centre Road campus.

4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software

- Implemented the Public Service Request module for internal use with the external use function forthcoming.
- Mobile work stations have been implemented.
- The implementation of time sheet entry at source, electronic purchasing requisition and customer access to property tax and water and sewer accounts via secure password are next in the queue.

- 4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.
- The Investment Attraction Strategy was approved. It was undertaken to assess Georgina's investment readiness customer service issues. Data and information are now hands on and ready to respond.
 - Stormwater management was studied and long-term recommendations provided.
 - Service Delivery Review underway to identify gaps in service delivery and opportunities to build capacity from within the organization.
 - Process mapping exercise being undertaken to streamline and improve development application processes.
- 4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6
- Chief Building Officials met with a goal of consistency in implementation of septic system re-inspection programs.
 - 2017 N6 initiatives include:
 - Renewal of the solid waste collection contract (10-Year GFL contract).
 - Fire Master Plans
 - Fire Services Collaboration Initiatives
 - Audit Services
 - Animal Shelter Services
 - Animal Control Services
 - Economic development initiatives
 - In May 2017 the N6 Chief Administrative Officers participated in a facilitated session to reaffirm the partnership.
 - The N6 Shared Services Protocol and Specialized Resource Sharing Protocol were ratified.
- 4.11 Continue to implement the Municipal Asset Management Plan and supporting assessments to ensure municipal infrastructure is being managed sustainably through inventory and condition assessments.
- The Water/Wastewater Operational Plan, Water/Wastewater Financial Plan, State of the Infrastructure – Roads, Storm Drainage Master Plan, and Building Condition Audits are all in place in support of the parent Asset Management Plan.
 - Park standards and service levels have been developed.
 - A comprehensive plan to deal with Roads and buried infrastructure has been completed.
 - An Asset Management Plan including life-cycle costing has been completed.
 - The development of a scheduled maintenance plan to manage assets more effectively is an ongoing task.
 - The development of a SCADA project, and increased monitoring capability of water and wastewater core service is substantially complete.
 - Development of responsible management protocols around the former transfer station, gravel pits is helping to mitigate significant Town risks.

- Implementation and continuous development of a house garage is underway.
- Development of a Road occupancy program and municipal consent is completed with anticipated new revenue for 2018 approximately \$100K.
- Homeowners are now responsible for installing new culverts, new staff time was created to be used on the enhanced ditching program for 2017.
- Developed winterization bylaw, allowing rates increasing level of service, greater efficiency, well reducing costs. 2016 pilot test complete, view of implementation for future years.
- Development of relamping program that will reduce the energy and carbon footprint well reducing energy per square foot is ongoing.

4.13 Ensure maintenance of Planning policy documents

- Official Plan and Secondary Plans have been updated.

Actions Trending Positively with Supporting Justification:

4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.

- In June 2017 a tri-party consulting team was retained to undertake a Service Delivery Review. Initial review reports are scheduled to be before Council in August and September 2017.

4.6 Continue to explore opportunities for grant funding and where possible to be “shovel ready”

- Funding application has been submitted to the Municipal Streetscape Partnership Program to help fund crosswalk enhancements at intersections on Dalton Road.
- An example of leveraging an opportunity is the Burke, Garrette Dr/West Street project. \$3M in funding was received.
- The Town was the recipient of \$376,360, one of the largest rebate checks in Ontario, to recognize the investment and energy savings in our street light conversion program.
- Design for the MURC will progress to ensure the project is shovel ready for funding.

4.7 Explore alternative service delivery options and opportunities, including public private partnerships

- Request For Proposal for partnership opportunities was issued for the MURC.
- Efforts for occupancy of the licensees into The Link Continue.
- Council approved investigating potential private/public opportunities to expedite development of the Keswick Business Park.

4.12 Continue to undertake reviews of Corporate Policies/By-laws

- All Departments have been tasked with updating Town policies.
- Policy documents that are statutorily required to be updated are kept compliant.

4.15 Continue the collaborative efforts for resolution of Lake Drive shoreline jurisdiction issues

- The recommendations of the Lake Drive Shoreline Jurisdiction Ad Hoc Committee were received by Council in May 2017.
 - The proposed Work Plan required to process the recommendations was endorsed by Council in July 2017.
 - The preparation of the series of reports as outlined in the Work Plan are underway.
- 4.16 Develop a Human Resource Management Strategy to effectively address staff retention and recruitment, staff training and excellence, information transfer and knowledge retention and succession planning
- The various components of the Human Resource Strategic Plan have been identified and many are in progress.
 - The 2017 Budget included the creation of a Learning and Development Specialist position and the incumbent started with the Town in July.
- 4.18 Develop a formal Internal Communications Strategy (Plan) to enhance inter-departmental communications and the advancement of a whole team approach.
- Internal communication via the Town intranet, the Town's internal newsletter – "The Twist", CAO communications, information sessions etc. are all in place.
 - The formal Internal Communications Plan is being developed as part of the Service Delivery Review.

Actions Needing Added Focus:

- 4.3 Implement a Business Continuity Plan
- Work to move this forward needs to be completed in 2018.
- 4.5 Implement the Long Term Financial Strategy
- Completed strategy that was adopted by Council Fall 2016.
 - Staff work with the model to reflect new information as it is compiled i.e. building condition assessments, adjustments to growth projections, changing budget priorities etc.
 - A 10-year capital forecast is being compiled to support the 2018 budget process.
- 4.14 Explore opportunities for enhanced records management.
- The 2017 Budget included funds to develop a records management strategy. Staff are currently sourcing opportunities.
- 4.17 Continue implementation of the Performance Management and results-focused evaluation/measurement initiative.
- The need for a defined Performance Management Program has been identified as a top priority by the Human Resource Strategic Plan and Service Delivery Review

Goal #1

**Grow our Economy -
Sustainable Economic Growth &
Employment**

- Significant headway has been made in ensuring strong and sustained economic growth through the completion of the updated Economic Development Strategy and the Investment Attraction Strategy
- Leveraging efforts by the Chamber of Commerce and other Community Partners has supported the implementation of the Tourism Strategy and increased the economic impact of agriculture, food and agri-tourism within the Town

Goal #2

**Promote a High Quality of Life -
Healthy, Safe, Sustainable
Communities**

- Recreation programing and special events have increased the level of healthy active living and provided added opportunities. The addition of the Healthy Kids Community Challenge has promoted healthy active living for the younger demographic
- The Multi-Use Recreational Complex implementation plan has been established and a preferred site for the building has been identified. Future focus will be placed on partnership opportunities, the design of the building and a financial strategy

Goal #3

**Engage our Community & Build
Partnerships (Communication,
Engagement, Collaboration and
Partnerships)**

- In an effort to strengthen community engagement, Council established a number of advisory and ad hoc committees to celebrate and support the unique community needs. As an example, the Waterways Advisory Committee provides information, advice and assistance on navigable waterways stewardship, promotion, preservation, protection and public awareness of waterway matters. This Advisory Committee has a total of five citizen members
- Strong and meaningful collaboration/partnerships have been made with the Ontario Water Centre - Clear Water Reed Farm. Through strategic leasing of the property, Georgina has supported the tripling of farming on the site, the addition of greenhouses and pilot satelite farms that the Ontario Water Centre has been able to achieve

Goal #4

**Provide Exceptional Municipal
Services (Organizational &
Operational Excellence)**

- Significant achievements have been made with asset management planning. A change in thinking to be more proactive with maintaining and funding roads and water/wastewater infrastructure ensures we are reducing our exposure to risks and reducing liabilities and service disruptions
- The Northern Six (N6) municipalities continue to work closely to identify opportunities for collaboration. Significant cost savings were achieved through the N6 solid waste contract and knowledge sharing is consistently occuring including the sharing of best practices related to inflow and infiltration. The N6 partnership protocol was recently reaffirmed
- Phase 1 of the Service Delivery Review (SDR) is now complete. The SDR is leading the way for organization-wide changes that wil positively impact the Town's ability to provide exceptional customer service.